

~~CONFIDENTIAL~~

1 April, 1947

Advisor for Management

Survey of Personnel Division

Document No. 001
 NO CHANGE in Class. ☒
☐ DECLASSIFIED
 Class. CHANGED TO: TS S C
 BDA Memo, 4 Apr 77
 Auth: BDA REG. 77/1783
 Date: 21/62/R BY: 008

1. General

a. Following is a report of findings and recommendations arrived at as a result of a detailed survey of the Personnel Division, Personnel and Administration Branch, by the Management Branch of ICAPS, during the period 24 February to 21 March 1947.

b. This survey was undertaken for the purpose of providing a critical examination and analysis of all phases of organization, operational procedures and utilization of personnel of the Personnel Division.

2. Organization, Management and Personnel Requirements

a. (1) The organization and personnel authorization of the Personnel Division as of 24 February 1947 is attached as Inclosure 1.

(2) The major organizational deficiencies found were:

- (a) No central correspondence and record point.
- (b) No position control procedures established.
- (c) Relatively haphazard internal operations due to lack of specific delegation of appropriate responsibility to each individual, and inadequate supervision by Division Chief.
- (d) Duplication of functions due to lack of clear cut internal organizational and functional directives.

(3) Personnel requirements are excessive due to:

- (a) Organizational deficiencies.
- (b) Lack of proper centralized supervision and control by the Division Chief.

b. Operations

(1) Lacking strong central coordination, operations were found to be generally on the basis of almost independent action by each section chief.

~~CONFIDENTIAL~~

25X1A9a

CONFIDENTIAL

(2) Informal working relationships have been well developed on their own initiative between themselves by section chiefs. While each section has naturally a major interest in its own operations, more coordinating effort from the top would improve administrative procedures and reduce personnel requirements.

(3) Operating instructions, policies and information issued by higher authority, essential to efficient functioning of his section chiefs, have often been retained by the Division Chief and not internally disseminated to sections. New ideas or procedures developed in one section have not been passed on to others to the fullest extent.

(4) There has been no comprehensive overall planning of a personnel program with special reference to phasing schedules, integrated operating procedures, and external relationships.

(5) Although instructed to do so several months ago, no position control system was established until the representatives of the Advisor for Management prepared the plan, indoctrinated the section chiefs, arranged a planning conference and supervised the initiation of the system during the progress of this survey.

(6) The Division Chief has not established personal direct relations with office and staff heads to advise and assist them with their personnel problems. Subordinates, on their own initiative, have established such relationships.

c. Personnel

(1) Utilization of personnel has not been adequate. Lack of integration has necessitated each section, within availability, more or less to determine requirements and procure its personnel independently, to meet its own definition of work responsibilities.

(2) There appears to be overgrading of individuals who are not performing work commensurate with grades held. One such example is that of a CAF-11 Administrative Assistant in the Office of the Division Chief. Throughout the progress of the survey, this individual displayed a lack of knowledge of personnel operations of the Division not expected of one of his position and grade.

d. Detailed discussion of this section is inclosed in Inclosure No. 2.

3. Functions

a. Office of the Chief.

(1) The Assistant Chief has done a competent job of carrying as much of the supervisory responsibility for the Division on his own initiative as circumstances and a multiplicity of other assigned

CONFIDENTIAL

CONFIDENTIAL

activities have permitted. His duties as a member of the Personnel Review Committee take up a considerable portion of his time.

(2) The administrative assistant (CAF-11) appeared to be performing no function which could not be combined with those of a senior secretary at not more than a CAF-7 level.

(3) Section Chiefs have encountered difficulty in obtaining early decisions from the Division Chief.

(4) Detailed discussion of this section is included in Inclosure No. 3.

b. Procurement and Placement Section.

(1) It was pointed out to the survey team that this section had failed so completely that in November 1946 the Advisor for Management was charged by the Director with full responsibility for the procurement program, in addition to his other duties. This responsibility was relinquished by the Advisor for Management late in March 1947 at which time personnel strength was nearly up to established ceilings.

(2) Shortly after assuming procurement responsibility the Advisor for Management superseded the incumbent Section Chief by assigning the current Section Chief. The current chief had had very limited personnel experience, but had qualities of aggressiveness and ability to get things done which have been major factors in the eventual success of the procurement program.

(3) Refinements in organization and procedures are now being made which will relieve the Section Chief of immediate responsibility for considerable routine and will enable him to devote most of his personal attention to solving the current primary need for professional research personnel in intermediate grades.

(4) Detailed discussion of this section is attached as Inclosure 4.

c. Transactions and Records Section.

(1) This Section has been well operated and supervised by its chief. It is capable of and should assume responsibility for the centralized operation of correspondence, records, clerical control of personnel, security checks and position control procedures for the entire Personnel Division.

(2) Detailed discussion of this section is attached as Inclosure 5.

d. Classification and Salary Administration Section.

(1) This section appears to be outstanding in the general efficiency of its internal operations and results obtained. Its chief has been with it since it was organized and has done a fine job of classification and clearing jobs through the Civil Service Commission.

CONFIDENTIAL

CONFIDENTIAL

(2) The present incumbent of the Standards, Specifications and Training position (CAF-12) is performing the same duties as the other classification analysts (CAF-11).

(3) Detailed discussion of this section is inclosed as Inclosure No. 6.

e. Employee Relations Section.

(1) This section has only recently been organized. It appears to be operating with reasonable efficiency, and program planning is progressing satisfactorily.

(2) Detailed discussion of this section is attached as Inclosure 7.

f. Training Section.

(1) This section is not yet activated and program planning for it has not developed on schedule previously promised by the Personnel Division Chief.

(3) Discussion of its needs is attached as Inclosure No. 8.

4. Accomplishments during survey

- a. Transfer of retirement record cards to Finance Division. (Exhibit A)
- b. Initiation of position control system. (Exhibit C)

5. Primary recommendations made to Division Chief during survey

- a. Consolidation of all correspondence and records units into one central unit (Transactions and Records Section).
- b. Central control of internal routing of papers.
- c. Central coordination of the activities of the sections.
- d. Central control of action on security checks.

6. Table of Organization

a. A recommended revised table of organization for the Personnel Division is attached as Inclosure No. 9.

b. Overall personnel requirements in this table are [redacted] positions (exclusive of military), a reduction of 12 under the current T/O attached as Inclosure No. 1. It is also believed that a further reduction to a total of [redacted] should be possible by 31 March 1948, by which time the procurement load will have been greatly decreased.

25X9A2

25X9A2

CONFIDENTIAL

CONFIDENTIAL

c. Adjustments in grades and organizational structure are explained in attachments to Inclosure No. 1.

d. The direct responsibility of the Executive for Personnel and Administration in the formulation of important personnel policy and in advising the Director on personnel policy matters limits the area of judgment and decision which can be exercised by the Personnel Division. This factor has influenced the adjustment in the grades recommended in Inclosure 9.

e. At such time as the responsibilities listed in 6 d above are delegated to and performed by the Personnel Division, the organization and grade levels shown in inclosure No. 10 can be justified for this Division on the basis of comparable responsibility to like positions in other agencies of similar size and complexity.

7. Recommendations

a. That Inclosures No. 2 to 3 inclusive be studied by the Executive for Personnel and Administration with a view to effecting the changes and suggestions in operational procedures recommended therein.

b. That a report be submitted to the Advisor for Management by 1 June 1947 of action taken in connection with a above.

c. That action be taken to improve the management of the Personnel Division.

d. That Inclosure 9 be approved as a tentative T/O for the Personnel Division and that positions be re-established with the Civil Service Commission on that basis.

CONFIDENTIAL

GENERAL OBSERVATIONS OF THE ORGANIZATION, MANAGEMENT, AND FUNCTIONING OF THE PERSONNEL DIVISION.

Any new organization charged with a mission and which at the same time must organize and staff itself is faced with a difficult task. Especially during this period of growth all phases of program development and administration must be integrated to assure success of the total mission. Such integration can be attained only through internal managerial efforts.

The lack of integration in the Personnel Division has resulted in duplication of effort in various sections and a more serious absence of cooperative effort which should aid all sections in accomplishing assigned tasks. The resulting independence rather than interdependence of program practices and supporting clerical operations has exemplified the lack of cohesive administration.

g. Each program director in the person of Chiefs of Section has naturally a sound paramount interest in the successful advancement of his own function, i.e., classification, procurement and placement, transactions, etc. Excellent informal working relationships exist among these key people. However, mutual aid has been lacking wherein Classification and Procurement, for example, have not received top direction which should result in a better common approach to job qualification requirements.

b. New developments in one area are not cross-fertilized to others concerned. Section chiefs do not as a rule see the monthly report of the Division. There has been no top recognition of important secondary interests.

A. Program planning has not been comprehensive in that each phase of the personnel program has not been planned in detailed relationship to already established operations. Section heads have not been required to participate in planning the total Divisional programs.

b. The planning and activation of various phases of the program have not been scheduled. Time considerations which reflect a sequential development and implementation must be established.

CONFIDENTIAL

g. The important activity of personnel training has not been activated. The need for training is apparent. Phases of the personnel program to be carried out by the training section are vital to the plans of other sections.

h. Overall integrated operating procedures have not been planned or put into scheduled operation to serve the needed functional activities.

3. Personnel Assignments.

a. Two individuals in the Division have been without regular assignment while at least five others are regularly working in sections other than those to which they are assigned. Lack of regular assignment is an obvious waste of manpower. The latter situation may transcend the needs of administrative flexibility and become merely sloppy administration.

b. Administrative assistant positions have been set up without due regard for specific functions to be performed. Duties of secretarial positions are encroached upon to the detriment of both positions of secretaries and administrative assistants.

c. Permanent staffing has not kept pace with the work load either for initial or projected personnel program.

4. Policy Establishment.

a. Personnel policy for operation within the Division has not been established nor adequately clarified in too many instances.

(1) No clear cut policy or method exists for the indoctrination of new employees in the Division.

b. In the areas of promotion, demotion, salary increase, disciplinary action, etc., the Division has left operating units of CIG to their own devices, exercising control on individual matters rather than supporting positive action.

c. While Civil Service Commission rules and regulations are guiding factors, promulgation of interpretations are needed.

B. Organization.

The organization structure of the Personnel Division consists of the Office of the Chief of the Division and six functional sections responsible for the total civilian personnel program.

CONFIDENTIAL

CONFIDENTIAL

1. Functional Changes.

a. Clerical functions, files and control operations now included in the Classification and Salary Administration and Procurement and Placement Sections are being transferred to the Transactions and Records Section. These functions will be operated in connection with the position control activity now being installed in Transactions and Records Section. (The details of the changes are discussed under the appropriate Section headings).

b. The maintenance of personnel retirement records was transferred from the Transactions and Records Section to the Payroll Section, Finance Division, effective 15 March 1947 (see memo Exhibit A). This transfer results in a saving of one CAF-4 in the Personnel Division and better control of retirement postings in the Payroll Section.

2. Table of Organization.

a. Official table of organization for the Division has not been prepared and submitted for approval. An undated organization chart is used in the Personnel Division to depict structural and functional organization. The inaccuracies of the chart make it useless as a guide for structure or function.

b. Continued operation without at least a self-imposed table of organization has permitted section staffing without regard to total classification grade needs of the Division.

3. Personnel Ceilings.

a. Personnel ceilings have been allocated to the Personnel Division. Ceiling as of 31 March 1947 is [redacted] civilians and [redacted] military personnel. This ceiling increases to a total of [redacted] in the last quarter of this fiscal year, but reduces to a total of [redacted] by 30 September 1947. This indicates that the peak personnel job will have been passed by September. However, no plans have been made for orderly consolidation and reduction of the Division.

25X9A2
25X9A2
25X9A2
25X9A2

b. In the absence of an operating position control system, the Personnel Division has not maintained total position and ceiling control against operating units. The Division is now establishing a position control system to correct this situation.

4. Classification Grades.

a. The top structure classification grades approved by

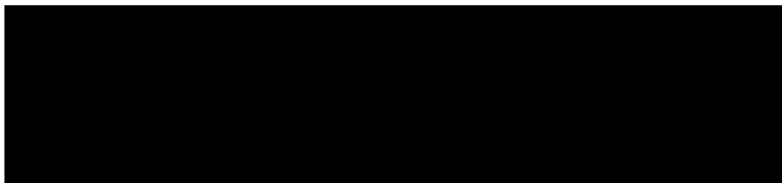
CONFIDENTIAL

CONFIDENTIAL

the Civil Service Commission are:

Chief of the Division CAF-15
Asst. Chief of the Division CAF-14

25X1A



is presently occupied by military detail, and the position has not yet been approved by the Commission.

b. The following exceptions are noted in these grades:

(1) It is questionable whether the duties of the Chief of the Division, the Assistant Chief, and the Chief of Procurement warrant their present grades.

25X1A

(2) The position, Chief, [REDACTED] should be reviewed for a possible CAF-11 at such time as the new position control system responsibilities are fully operative.

25X1A

(3) The position, Chief, [REDACTED] should be approved at Grade F-5.

25X1A

g. Individual classification grades within each section will be discussed under the appropriate section heading.

5. Procedures, Records, etc.

a. Duplication and unnecessary effort in maintenance of records, files, controls, etc., have been permitted to exist without full realization at the top of the problems which have arisen.

b. These situations individually may be of marginal importance, but in the aggregate they result in considerable delay to operations and cause people to lose sight of the real mission.

C. Personnel Functions of OGO.

1. Personnel Processing.

a. Personnel procurement operations of OGO completely duplicate the activities of the Personnel Division.

CONFIDENTIAL

CONFIDENTIAL

h. Because of the duplication considerable conflict in interest arises in the procurement and placement of personnel.

g. The personnel activity in OSO is not under administrative surveillance comparable to the Personnel Division, and has a tendency to bog down.

f. Even though the Personnel Division has no authority for servicing personnel needs outside classification of overt positions, considerable time is consumed on OSO personnel matters.

e. Considerable time of the Assistant Chief of the Division is required in special work for the Personnel Review Committee.

2. Integration of Personnel Functions.

a. It appears as though combining of the personnel functions of OSO with Personnel Division could be satisfactorily worked out and necessary security still preserved.

b. Careful integration of the operations would result in considerable savings in personnel processing time and elimination of the costs and difficulties resulting from duplication of effort.

D. Morale.

The morale throughout the Personnel Division seems to be good. Conversations and interviews were held with most of the employees, and no indications of job dissatisfaction or poor morale were noted. Exceptionally high morale was evidenced by all the section chiefs. Hard working enthusiasm seemed to be a common characteristic.

E. Space, Layout and Equipment.

1. Space and Office Layout.

a. The total of the first floor of North Building occupied by the Personnel Division is adequate for present needs.

b. Location of partitions on the first floor cuts the space into many small rooms. This is some handicap to the straight line flow of paper work, especially in the [REDACTED]

c. The clerical and stenographic pool has suffered from cramped quarters and poor location. People assigned to the pool have been located in the files and correspondence rooms of the [REDACTED] As pool assignments taper off, this situation will be bettered.

CONFIDENTIAL

CONFIDENTIAL

d. Transfer of the records and files activity of the

25X1A

liquidation of 550 files, and transfer of the retirement records to the Payroll Section will alleviate the congestion in this area.

2. Equipment.

a. Equipment in use throughout the Division is adequate. In fact, equipment standards are higher than in most CIG offices.

b. On 20 March the Assistant Chief of Personnel made a survey of equipment utilization and removed unnecessary equipment from use.

c. Telephone key boxes are used throughout for all stations. In most instances the needed communications flexibility does not warrant the additional cost of key box installations.

F. Security.

The variety of files, records, transactions, etc., and the number of people visiting the Personnel offices makes maintenance of security difficult. However, security practices seemed to be good.

G. Developments Since [REDACTED] Report

25X1A9a

1. Current progress indicates that improvements in the management and operation of various sections have been made since [REDACTED] report of 17 January 1947. This is especially true of the [REDACTED]

25X1A9a

and Transactions and Records Section.

2. The [REDACTED] is getting under way. The chief and efficiency rating technician reported for duty during the survey.

3. The Training program is still in suspense with no assigned personnel.

4. The assistant chief of the Division is making progress in coordinating administrative matters within the Division.

5. A planned series of contacts with operating officials has not been carried out by the Chief of the Division as a means of improving personnel service.

CONFIDENTIAL

CONFIDENTIAL

4-1-47

INCLOSURE #1

OFFICE OF THE CHIEF OF THE DIVISION.

A. Organization.

1. The present administrative organization of the Office of the Chief includes four positions: the chief, assistant chief, secretary, and administrative assistant.

2. This organization conforms in number of positions to that proposed in the organization chart.

3. a. The positions of Chief and Assistant Chief of the Division are comparable in responsibility to like positions in other agencies of similar size and complexity.

b. The classification grades of these positions here are somewhat higher than in other agencies.

c. A major factor which must be considered in evaluation of the ultimate responsibilities of these positions is that formulation of important personnel policy and advising the Director on personnel policy matters is direct responsibility of the Executive for Personnel and Administration. This greatly limits the area of judgment and decision for the Personnel Division.

4. Administrative Assistant.

a. The grade of the administrative assistant position differs from the chart proposal in that the position is occupied by a person with a GAF-11 rating.

b. The duties of this position are set up on a placement officer job sheet for the Procurement and Placement Section, and the individual is detailed to the Office of the Chief.

c. The responsibilities and duties of the administrative assistant are not adequately defined in the Office of the Chief.

d. The position of administrative assistant does not warrant higher than a GAF-7 rating.

B. Functions.

1. Policy, Program and Organizational Planning.

a. The personnel policy necessary to assist all operating

CONFIDENTIAL

CONFIDENTIAL

officials in meeting agency personnel needs has not been adequately planned and developed at the top level of the Division.

b. Deviations from stated plans and rule of thumb operations have guided personnel management as much as has planned program.

c. Organizational growth has been permitted to become haphazard rather than following a well defined plan based on desired results and priority needs within a framework of time, cost and quality limits.

d. Organization and procedures have not been under constant evaluation to bring about integration. As a result, functions and organizational relationships are hazy and overall effectiveness weakened.

e. Future and anticipated agency personnel needs must be recognized in laying out long range plans for recruiting, classification, training, and employee relations, while at the same time meeting immediate needs.

2. Internal Administration.

a. Provision has not been made for a constant evaluation of performance and to relate progress to program schedules through:

(1) A system of standards for production and quality of technical and clerical work.

(2) Constant evaluation of internal needs in relationship to the personnel requirements of the operating offices and the job to be done.

b. Schedules now established are not controlled in that justification is not exacted for the establishment or progress of the schedules.

c. Recent action in establishing schedules, reviewing equipment needs, and making policy clarification has improved administrative effectiveness.

d. Complaints were made by personnel in several sections of the Division that it was difficult to get adequate quick decisions from the Office of the Chief.

e. Review of individual personnel actions which should be delegated to the section level has caused some of this delay.

CONFIDENTIAL

CONFIDENTIAL

f. All possible authority should be delegated to the section level, and sufficient control by inspection be maintained by the Office of the Chief to assure that responsibilities are adequately met.

g. The personnel procurement process and the processing time on 30 sample cases was analyzed in January. No follow-up has been made by the Office of the Chief to cut out unnecessary delays and improve processing methods.

h. There is a lack of adequate orientation of employees of the Division.

3. Relationships with Operating Units.

a. The contacts with operating units follow a pattern necessitated by current business, and mostly involve section activities.

b. The lack of planned contacts on personnel policy by the Office of the Chief permits evidence of dealing at arm's length with operating units. Prior evidence of existing personnel problems is not brought to the attention of the Personnel Division until needs have backlogged in the employing unit, commitments have been made, dissatisfactions arisen, etc.

c. Top level contacts to aid in personnel planning and to assure adequate understanding of all operating personnel needs should be carried out. The personnel administration program throughout the agency can be strengthened by sound relationships which will assist in planning in the Division as well as in operating units.

C. Recommendations.

1. Program Planning and Control.

a. More time should be spent in planning the total personnel program including internal and external relations as indicated above.

b. Operating policy to supplement GIG Order 45 must be clarified for operating personnel.

c. Approved policies and plans must be put into immediate operation and provision made to assure conformance.

2. Procedures and Methods.

a. Constant inspection and evaluation of organization

CONFIDENTIAL

CONFIDENTIAL

procedures and methods must be made to see that organizational relationships are sound and functioning satisfactorily to meet all needs.

b. Procedures and methods must be under surveillance in order to bring about simplification and more rapid service.

g. Operation of the position control system should be effected as rapidly as possible.

3. Administration and Control of Program.

a. Administrative responsibilities should be defined to bring about adequate control through schedules and standards of performance.

b. The Assistant Chief of the Division should be given more specific responsibility for the supervision of administrative matters throughout the Division.

g. Additional delegation of operating responsibility should be made to the lowest possible levels.

(1) In this connection only appointments at the CAF-14 level and above should go to the Executive for Personnel and Administration for approval.

d. Periodic progress reports from the sections should be used for control purposes and follow-up made on major activities and proposed schedules.

g. Coordination of the section functions must be brought about by the Office of the Chief in order to recognize all needs and avoid duplication. The development of job standards for classification, training, recruitment, and employee relations requires coordination to assure comparability.

4. Classification of Positions.

a. The positions of Chief and Assistant Chief should be reviewed by the Executive for Personnel and Administration to determine if these positions warrant their present grades.

(1) If the Executive for Personnel and Administration should seek to justify the existing grades, full responsibility for personnel policy formulation and operation, and approval of top personnel actions should be placed at the Division level with administrative control remaining on the higher level.

CONFIDENTIAL

CONFIDENTIAL

h. The position of secretary CAF-5 should include miscellaneous administrative tasks, such as requisition and control of supplies, maintenance of files and office records, etc., thus reserving special administrative tasks to the administrative assistant.

g. The position of administrative assistant should specifically include administrative services which relate to the coordination of procedures and programs of the Division. The position should be encumbered by a CAF-7.

CONFIDENTIAL

CONFIDENTIAL

4-1-47

INCLOSURE A

25X1A

A. Organization.**1. Table of Organization.**

a. Since no approved T/O exists for the Personnel Division, no standard organizational pattern has been developed for this section.

2. Administrative Structure.

a. The planned organization upon which the positions in this section were classified provides for a procurement and placement unit, an assessment unit, and a records unit. Administrative direction is provided by a section chief (CAF-14).

b. A CAF-13 position of recruitment officer has been established in the Office of the Chief rather than being placed in the procurement and placement unit.

3. Operating Structure.

a. The actual operation differs somewhat from the classification structure outlined above. Four major functions, namely, procurement (positive recruitment from outside sources), applicant screening, qualifications review, and correspondence and records form the basis for four fairly autonomous operations, which are under the direction of the section chief. A fifth function, assessment, also called aptitude testing, has not as yet been activated. Each of these functions will be discussed in greater detail below.

B. Direction and Coordination.**1. Staffing.**

a. Direction, coordination and supervision of the activities of the section are the responsibilities of the Chief of the Section (CAF-14). The classification structure provides him with an immediate staff composed of an assistant chief (CAF-13), an administrative assistant (CAF-7), and a secretary (CAF-5). The classification plan also includes a special assistant for recruitment at a CAF-13 level.

CONFIDENTIAL

CONFIDENTIAL

2. Role of Assistant Chief.

a. In actual operation [redacted] the Chief, receives very limited assistance in overall coordination from the Assistant Chief, [redacted]. The responsibility for qualifications review and for incidental operating details such as control of security clearance which now rest with [redacted] do not permit him to give [redacted] the administrative assistance normally expected.

25X1A9a

25X1A9a

25X1A9a

25X1A9a

3. Administrative Assistant Duties.

a. A GAF-7 administrative assistant has been serving as secretary to the Chief in lieu of the GAF-5 recommended by the organizational plan.

b. A GAF-7 placement assistant serves as "Man Friday" to the Chief. She personally follows up on status of candidates' applications, prepares reports, and handles the mass of minutia which is daily directed to the Chief's attention.

4. Workload of Chief.

a. The section chief is personally carrying the responsibility for all details of operations within the section. This factor has resulted in overburdening him with an ever-increasing workload of trivia which should have been taken care of by his subordinates.

b. Because of this type of workload he has been unable to effect long-range program planning, to formulate clear-cut assignments for his staff, to give proper direction to his staff, to participate in difficult high level recruitment, and to evaluate his program adequately so that the changing needs of GID are reflected in the procurement and placement activities.

5. Supervision Given Chief.

a. The Chief himself receives a minimum of supervision and guidance from his superiors. This has forced him to resolve many issues in which the interests of his section were incidental to those of other segments of the Personnel Division.

6. Results.

a. The recruitment and placement record of this section is testimony of the success which has been achieved

CONFIDENTIAL

CONFIDENTIAL

by the Section Chief and his staff, viz:

<u>Date</u>	<u>Personnel On Duty</u>	<u>Cases Pending</u>
1 November 1946		
1 January 1947		
1 February 1947		
1 March 1947		
24 March 1947		

25X9A2

Ceiling Allotment dated 5 February 1947 for departmental vouchered personnel of CIG as of 31 March 1947 is [REDACTED]
Personnel on duty plus cases pending as of 24 March 1947 total [REDACTED]

25X9A2

25X9A2

b. The Section Chief has boldly attacked each problem and has come up with an answer which has prompted progressive action. The Section Chief did set machinery in action which systematized the recruitment and placement activities so that acceptable candidates were referred to and hired by the operating officials.

c. Refinements of the organization, staffing, and procedures at this point can be effected with a minimum of disruption and should ease the task of the Chief as well as provide more effective and efficient service to CIG.

C. Recruitment and Placement.

1. Positive Recruitment.

a. Staffing. One CAF-12 recruitment officer, [REDACTED] devotes full time to positive recruitment from outside sources. In addition, a limited amount of time is spent on this activity by the section chief and other placement officers. One CAF-4 clerk-steno is assigned to assist [REDACTED], who is the CIG representative. Other pool assignees are intermittently assigned to this activity.

25X1A9a

b. Status of activity.

(1) Contact has been established with those federal agencies which are experiencing cutbacks and liquidation. These contacts have been established with personnel directors and with operating officials whose activities encompass operations which may have a relationship to CIG activities.

CONFIDENTIAL

CONFIDENTIAL

(2) In addition, contacts have been established with universities and colleges, and with a few private industries which employ the kind of talent needed within CIG.

(3) A large number of contacts have been established, and a number of acceptable candidates have been found for positions difficult to fill.

(4) However, these contacts have been quite restrictive as they principally reflect the acquaintanceships of one man, the lone recruitment officer. The autonomy with which this function has been operating has accentuated this weakness.

g. A record of contacts is maintained in [redacted] office and issued by him and [redacted]. However, little use is made of this file by the other placement officers.

25X1A9a
25X1A9a

h. While [redacted] occupy the same office, the close relationship anticipated by this physical arrangement has not materialized in their operations. Instead of integrating their activities, they have to a great extent "divided the pie" between them, with [redacted] recruiting candidates in one agency and [redacted] tracking down candidates in another agency. In many cases, this narrows the recruiting area for each of these recruitment officials.

25X1A9a

25X1A9a
25X1A9a

2. Applicant Screening.

a. Staffing. This phase of the procurement and placement process is under the supervision of a GAF-12 placement officer, [redacted]. He is assisted by a GAF-11 placement officer, [redacted], a GAF-9 placement officer, [redacted], and two GAF-7 placement assistants, [redacted]. Three GAF-3 clerical and stenographic assistants are assigned to this activity. In addition, the GAF-7 placement assistant located in the Office of the Chief participates in this activity on special assignment by the section chief.

25X1A9a

b. Character of workload.

(1). While some job seekers make their initial contact with CIG through submission of an application by mail, others apply in person. In both cases the qualifications of the applicant must be appraised in terms of existing vacancies.

CONFIDENTIAL

CONFIDENTIAL

(2) However, when the job seeker personally presents his application, he must be accorded an interview by a placement officer and such interview must be considered in determining if he is a suitable candidate for GSI. In some instances, a Form 57 is not adequate and the applicant must be called in for a personal interview before the application can be referred to an operating office. The interviewing of candidates is principally conducted by [REDACTED] [REDACTED] assists to a limited extent, while [REDACTED] is not brought into this activity.

g. Assignment of workload.

(1) No definite occupational categories of candidates have been apportioned among the interviewers. However, [REDACTED] to a large extent interview those who are applying for positions at P-5 or GAF-12 and above. [REDACTED] interview professional and technical candidates from P-1 or GAF-5 through P-4 or GAF-11, and clerical and stenographic applicants are principally taken care of by [REDACTED] and [REDACTED]. There is considerable deviation in this division of work, with all interviewers being called upon. The availability of an interviewer often is the basis for assignment.

(2) A plan has recently been installed which will provide for an initial screening interview by a receptionist who will immediately reject all obviously unqualified candidates, or will schedule interviews with the placement officers for likely candidates. This plan will organize the workload of the placement officers, and will save considerable time now expended in talking with poorly qualified candidates.

(3) Applications received by mail are screened by [REDACTED] who also participate in other phases of the qualifications review function which will be discussed later on.

h. Volume of workload. Approximately 25-30 new applications are received, and 35-40 interviews are conducted daily. With impending cutbacks in other government departments, this volume of applications will undoubtedly increase.

CONFIDENTIAL

CONFIDENTIAL

2. Treatment of applicants. Generally speaking, all applicants receive courteous treatment. All applicants are given the privilege of an interview if any possibility exists that they have skills which CIG can use. Appointments are arranged to fit the convenience of the applicant whenever this is possible, viz., any applicant from out of the city is given an immediate interview. All applications received by mail are given the same consideration as those submitted personally. All communications from candidates are acknowledged promptly and pleasantly, although the replies may not be informative.

3. Placement.

a. Both [REDACTED] are kept informed on the types of personnel for which they should recruit by two methods.

25X1A9a

(1) They have established good working relationships with the operating officials. Through day-to-day referral of candidates and discussions with administrative officers and operating officials, they are able to establish priorities for their operations.

(2) One copy of each requisition submitted by operating officials is forwarded to each of them. However, limited information about the kind of candidate desired is contained in the requisition. This information is supplemented by use of the classification sheets and must often be further supplemented by informal discussions. The requisition is of most value as a formal authorization. Candidates or their papers are referred to the operating offices with the oldest requisition receiving priority.

b. All known vacancies, whether formalized by requisition or informally requested by the operating offices, are considered by all recruitment and placement officers, and all such officers maintain contacts with operating officials on all vacancies. The hiatus now existing between positive recruitment and applicant screening operations allows for considerable duplication of effort, with each group referring candidates to the same positions. All requisitions are automatically referred for positive recruitment as well

CONFIDENTIAL

CONFIDENTIAL

as for applicant screening, these two phases of placement becoming competitive operations. Priorities for filling vacancies are established only in unusual instances or at the direction of [REDACTED]

25X1A9a

3. While the placement officer is able to stay currently informed on specific needs, his information on long-range procurement needs is limited. He has no access to organization charts, and does not receive information with which to draw this integrated picture.

4. Each placement officer independently refers candidates to all of the operating offices. Referrals are usually made through the operating administrative officer who is responsible for stopping the applicant to all possible vacancies within his unit. Candidates are usually referred against specific requisitions. However, if a particularly good candidate is found, he is referred out even though no requisition is pending.

5. The referral is made through use of referral sheet (form 37-9) which controls the candidate's application. This procedure is well designed and effectively serves two purposes simultaneously. It transmits the candidate's papers to the interested official, providing necessary data, while at the same time one copy is sent to procurement records for documentation of the candidate's referral.

6. The referral sheet specifies time by which the papers should be returned. Considerable laxness exists in this regard and follow-up thus far has been spotty. This permits undue holdup of candidate's papers in one spot, thus making him unavailable for consideration for other jobs which he might be able to fill.

7. The operating office is charged with the responsibility of selecting the applicant and initiating action necessary to hiring him.

8. The referral procedure outlined above does not apply in the case of clerks, typists, stenographers, and secretaries. The Personnel Division interviews and hires this type of personnel without other referral to operating officials. By this activity a reservoir of cleared employees is established and requisitions can be filled immediately. The acceleration of security

CONFIDENTIAL

CONFIDENTIAL

clearance, together with a general decline in numbers of such vacancies, has made it difficult for these employees to be placed as they enter on duty.

1. Very little consideration is given at this time to reassignments within GIG. Practically all vacancies are filled from the outside without consideration of present employees. The comparative unawareness of the agency and the lack of means for identifying qualified employees no doubt are the principal reasons for this inactivity. Internal reassignments are made only when either the employee or his supervisor ask for reassignment.

1. Both [redacted] emphasized that they consistently referred likely candidates to SO, but they in turn received few referrals from that office. They expressed a desire to see the candidates which SO rejected as early as possible. It is only recently, since rejection letters on SO candidates are prepared by the Personnel Division, that they have had the opportunity to review the papers of these candidates. Such papers remain in SO so long that the applications are often worthless when received.

25X1A9a

D. Qualifications Review.

1. Review of qualifications of candidates named in personnel action requests (Form 57-3).

a. This responsibility of reviewing personnel actions rests exclusively with [redacted], the assistant chief. However, his decision is reviewed by the Chief of the Personnel Division, who gives final divisional approval for completing the action.

25X1A9a

b. The job qualifications for GIG employees are fixed by the Agency in accordance with a schedule "A" waiver received from the Civil Service Commission. However, GIG has promised the Commission that it will use its standards whenever they can be applied. In addition, the qualifications of candidates are judged in terms of the position description.

c. In addition to a review of the individual's work performance qualifications, the Form 57 and personal history statement are reviewed for comparability, for chronological completeness, and for adherence to administrative

CONFIDENTIAL

CONFIDENTIAL

Order 24, which states that candidates with immediate family residing in alien countries must have special clearance from the Director. This security review given the PHS duplicates activity of the Security Division.

4. Security clearance is also requested and controlled from this point by [REDACTED]. This control duplicates the control of actions maintained in the Transactions Section. When notice of the security approval or disapproval is returned to Personnel, it flows through the divisional mail desk in Transactions to Procurement for appropriate record action and then back to Transactions (EOD desk) where file is waiting. [REDACTED] justifies maintenance of this function in procurement by stating that communications with candidates regarding discrepancies uncovered should not be made by a clerk. However, activities of [REDACTED] appointment clerk in Transactions, in connection with EOD and special funds appointments violates this thinking.

25X1A9a

25X1A9a

25X1A9a

2. Review of Qualifications of Rejected Applicants.

a. This activity is principally performed by [REDACTED] although all placement officers participate whenever they have free time.

25X1A9a

b. Live prospect applications. All applications which have been unsuccessfully shopped are reviewed to determine if the candidate possesses qualifications which could be used in the future. If it is felt that he has these qualifications, his file is coded to note his particular skills and a letter indicating that he is still being considered is prepared. His file then becomes part of a live prospect file. However, if it is felt he cannot be used, a letter indicating that fact is initiated.

c. SO rejections. These files are reviewed to determine if the application warrants further shopping to other parts of GID. If so, it is placed in the regular flow of referrals. If not, a letter of rejection is initiated.

d. Miscellaneous applications. Files of candidates whose applications were received before the Personnel Division was staffed to handle them are reviewed to determine if the applicant could now be

CONFIDENTIAL

25X1A9a

1. Proposed Assessment Program:

b. However, it has now been decided that no psychological testing will be undertaken other than that which is now in operation in SO. This will negate the staffing plan previously outlined.

4. A testing activity which will satisfy procurement's needs for ascertaining candidates' abilities --

- (1) At time of procurement, and
- (2) As needed for making better placement,

Commercial tests will be utilized which can be scored by clerical staff now employed in procurement. Results will be analyzed by the placement officers. No additional staff is needed to implement this plan for qualifications testing.

7

2. Permanent assignment of personnel to this unit has been delayed. The present permanent staff consists of one CAF-3 correspondence clerk, one CAF-5 files supervisor, and a (PG-3) divisional messenger. Other personnel are assigned for short temporary periods pending reassignment to other spots in GIB. The above situation precludes the specific assignment of duties and responsibilities and the establishment of either a

CONFIDENTIAL

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180019-8

clear-cut organizational structure or clearly defined procedures.

b. A pool of clerks, typists, stenographers and secretaries from which the requirements of the operating offices are filled is attached to this unit. These individuals are assigned both files and correspondence duties.

2. Records.

a. Four separate files of applicant folders are in existence. Each file has a counterpart index card file which is used for control purposes. This requires maintenance of eight filing systems dealing with applicants' files. Also a small index card is maintained for all actions which flow into the unit. When the personnel action leaves the unit, the card is removed and refiled in a completed action card file, making two files in all.

b. When the action is journalized the completed action card is checked against the journal copy. No apparent reason exists for this activity as the actions are controlled in the Transactions and Records Section, and Procurement has no responsibility for this activity.

c. Searching for and pulling files is performed by practically all individuals in the unit at all points in the processing. Nine separate files are searched before it is assumed that no file exists and a new one is made.

d. While papers sent out of the division are recorded in a "log book" under date due back, no uniform procedure for following up is in operation. Record in "log book" consists of name of applicant only, necessitating a trip to files for folder to determine to whom referred and by whom. Decision has not been made as to who should conduct the follow-up - the procurement officer or the file clerk.

e. In addition to the control maintained over candidates' files by files and correspondence unit, an additional control showing movement of papers and files of all candidates referred by Congress or topside is maintained by [REDACTED] in the Procurement Chief's office.

25X1A9a

Approved For Release 2000/08/22 : CIA-RDP61-00274A0001

CONFIDENTIAL

CONFIDENTIAL

f. This complicated and duplicate filing system has been the cause of much worry and waste of manpower.

3. Correspondence.

a. Approximately 85 percent of the correspondence falls into four categories:

- (1) Answer to initial letter of inquiry.
- (2) Acknowledgment of forms received in reply to GDS request.
- (3) Letter of rejection (final).
- (4) Letter of rejection (live prospect).

b. The rest of the correspondence with very few exceptions is of the following six types:

- (1) Answer to follow-up letter of inquiry.
- (2) Letter enclosing additional forms 57 and Personal History Statements to be completed by the applicant.
- (3) Request to outside agency for release.
- (4) Return of applicant's paper per his request.
- (5) Answer to a letter of application to SSG in which the liquidation of SSG must be explained.
- (6) Rejection to military personnel on basis of no allotment for military personnel.
 - (a) Variation suggesting that he re-apply as a civilian at termination of his military service.

g. Each letter is individually typed with a carbon prepared for insertion in the candidate's folder. The Section Chief reviews and signs all letters.

CONFIDENTIAL

CONFIDENTIAL

4. During the course of the survey a multilithed form letter was suggested for answering initial letters of inquiry. A notation in the file was suggested which would eliminate preparation of carbons on the four most common types of letters.

4. Clerical and stenographic pool. The assignment of new employees to this unit had a very depressing effect on the morale of the individuals concerned. The low-level typing and filing tasks to which they are assigned do not afford them any opportunity to learn about CIG's operation or methods. Enthusiasm for the job evaporates, and many employees become very disgruntled. This in turn handicaps the files and correspondence supervisors in doing an effective job.

G. Recommendations.

1. Organization.

The section should be reorganized in the manner indicated on the attached organization chart, Inclosure #9. The major changes are --

- a. Transfer of the correspondence and records unit and functions to [REDACTED] 25X1A

(1) The [REDACTED] should install the attached procedure (See Exhibit B) for preparation of correspondence and control of files. 25X1A

(2) The Procurement mail desk should be consolidated with the divisional mail desk now located in Transactions.

(3) The space required for the dead applicant files can be minimized by return of forms to the applicants. Periodically (every 3 or 6 months) dead files should be transferred to archives.

b. Organization of procurement and placement unit into area teams to service particular operating areas. This will parallel the Classification Section's organization and enhance their working relationships.

c. Integration of recruitment function with rest of placement activity.

CONFIDENTIAL

CONFIDENTIAL

2. Staffing.

The personnel of the section should be adjusted to comply with the staffing pattern outlined on the attached charts. This will involve --

a. Review by Executive for Personnel and Administration of the grade levels of the Chief and Assistant Chief's positions to ascertain the extent to which present limitations on responsibilities for the policy formulation aspects of procurement and placement and the abandonment of a comprehensive assessment program impair the classification of these positions.

b. The administrative duties in the Chief's office should be performed by a CAF-3 administrative assistant and a CAF-4 clerk-stenographer.

c. Personnel in the correspondence and records unit should be transferred to Transactions. Clerical and stenographic personnel remaining in the Procurement Section be limited to those few who are needed for the day-to-day receptionist, telephone and stenographic activities.

d. Placement staff be decreased by one position. This will require assignment of one placement assistant to some other personnel activity.

e. Abolition of CAF-13 recruitment officer vacancy.

3. Qualifications Review.

This function should be integrated with other placement activities.

a. The last placement officer to shop a candidate's paper should determine its final status.

b. Review of J7-3's should be made by senior member of area teams.

4. Security Initiation and Control.

a. This activity should be transferred to [REDACTED] and undertaken in accordance with plan and procedure developed for

25X1A

CONFIDENTIAL

CONFIDENTIAL

position control. The details outlined in this activity can be performed by a CAF-5 and would not require the services of the CAF-13 who now controls this activity. The initial action and subsequent control should rest in Transactions rather than Procurement.

5. Clerk-Steno Recruitment.

A. Clerk-steno recruitment should be charged against specific requisitions in the same manner as other actions, with initial action bringing them into F&A being eliminated. This will abolish the transfer activity now required by both Procurement and Budget.

6. Interview Screening.

A. Steps should be immediately taken to implement fully [REDACTED] proposal for interview screening.

7. Requisition Consideration.

A. A total integrated plan on procurement and placement should be developed whereby all requisitions are currently being considered and best placement is obtained. Utilization of procurement and placement area teams will make this possible.

8. Elimination of Backlog of Applications.

A. The present method of keeping up to date on current business and working old files as time permits is good and should be continued. However, liquidation of the backlog should be scheduled to insure elimination within a reasonable time limit.

9. Qualifications Testing.

A. The Section Chief, with assistance from the Division Chief and Assistant Division Chief, should examine commercial tests, select those which seem appropriate, and begin immediately utilizing them in the evaluation of candidates.

B. The tests used should be continuously evaluated to determine their validity. Experimentation with tests not previously employed should also be undertaken. A target date of June 1 is suggested for a report as to value derived from this activity.

CONFIDENTIAL

CONFIDENTIAL

10. Coordination with Procurement.

a. Means should be provided for coordination of activity of the various placement officers. This involves exchange of information on needs of operating offices, on good recruiting sources, and on outstanding candidates to insure comprehensive shopping and best placement.

11. Coordination of Procurement with GSO.

a. A procedure should be installed whereby papers of candidates are exchanged between GSO and the rest of GIG. A two-week limitation is suggested for holding papers. If possible a master control of all paper referrals should be maintained in Transactions and Records with papers charged out to GSO and called back after expiration of charge-out period.

12. Coordination of Procurement Activity with Operating Offices.

a. Procurement activity should be more closely coordinated with operating offices, procurement staff discussing needs and specifications with operating officials at frequent intervals. Area teams will provide a more facile means for effecting this coordination.

13. Internal Placement.

a. Consideration should be given to establishment of a method for more adequate consideration of skills of GIG employees whereby qualified employees can be considered for existing vacancies. This will allow for a more effective internal placement program and the retention of the best qualified personnel.

14. Certification of GIG Employees.

a. Procurement should join forces with employee relations to initiate certification of GIG employees from Civil Service registers so that they can obtain permanent status.

15. Reappraisal of Activity.

a. The activity of this section will wane as the staffing approaches the personnel ceiling. While a limited amount of procurement will always be required

CONFIDENTIAL

CONFIDENTIAL

to keep pace with the normal attrition and to locate scarce specialists, the major problems of the Procurement Section will be those of placement, reassignment, and promotion. It is suggested that the Chief of the Personnel Division and the chief of this section continuously reappraise this activity to determine what organizational, staffing, and program planning changes must be made to reflect changes in emphasis.

CONFIDENTIAL

CONFIDENTIAL

Inclosure No. 5

41-47

25X1A

A. Organization and Staffing.**1. Unit Breakdown.**

a. No unit breakdown has been established for this section. All activities of the section are under the direct supervision of the Chief of the Section, [REDACTED] (CAF-9), and her acting assistant, [REDACTED] (CAF-5).

25X1A9a

25X1A9a

b. Ten other employees are currently employed in this section. The miscellaneous character of the activities of this section is not appropriate to further organizational breakdown.

2. Classification Sheets.

a. While only 12 employees are currently employed in this section, the classification records reveal that a total of 35 individuals are carried on these job sheets, which indicates that 23 additional employees are charged to this section.

b. Four of the 23 are presently assigned to the [REDACTED] of the Personnel Division. Four more are assigned to central register unit of the Communications Division. This still leaves 17 employees who must be working some place in CIG, but are not accounted for on the classification records.

25X1A

25X1A

B. Direction and Supervision.**1. Character of Direction.**

a. Duties have been clearly defined and responsibilities for various activities have been appropriately delegated. The supervisor has the full confidence and loyalty of her employees. She has her finger on each operation, but has managed to free herself from the daily details of the various activities. All employees have been well trained in their individual assignments as well as in one or more of the other activities, which gives the flexibility needed to carry on a smooth operation despite absences and changes in personnel.

2. Problem Resolved.

a. A critical personnel problem in this section has been resolved by suspension of the assistant chief, [REDACTED]. It is not anticipated that she will return to the section. When [REDACTED] resigns or is terminated, [REDACTED] will be placed in this CAF-7 position.

25X1A9a

25X1A9a

C. Activities.**1. Control of Actions (37-3).****CONFIDENTIAL**

INCLOSURE #5.

25X1A9a

CONFIDENTIAL

a. Divisional control of personnel actions is maintained by a CAF-4 clerk-typist, [REDACTED], who receives part time assistance from a CAF-3 clerk-typist, [REDACTED].

25X1A9a

25X1A9a

b. The processing of the 37-3 does not start at one designated point, but is initially processed by (1) Transactions and Records, or (2) Procurement, depending on which receives the action first.

c. Confusion exists as to when and where applicant's jacket changes into employee's jacket. In many instances two jackets on one candidate are in existence.

d. No provision is made on routing slip for controlling referral to security or interim referrals to Division Chief. Instead, Procurement has a separate control for these deviations. Procurement duplicates Transactions in controlling flow of action through Classification, Security, and Office of the Chief.

e. Confusion also exists when actions are cancelled. When an action is cancelled it is routed back through all spots it has previously been.

f. The present practice of cancelling an action when the appointment is transferred to special funds often results in confusion since the case is closed out as a dead file and may be requested for further shopping when an employee is actually working in CIG.

g. To the extent of responsibility given this unit, the control has been effective.

2. Appointment Process.

a. The appointment clerk (CAF-5), [REDACTED] devotes full time to this activity and is assisted part time by Miss [REDACTED], CAF-3 clerk-typist. In addition, two clerk-typists (CAF-3) devote full time to preparation of appointment papers.

25X1A9a

b. The appointment clerk is responsible for checking with Classification when no appropriate position has been established for the incumbent and for bringing such cases to the attention of the Chief of Personnel Division, who initiates action to bring the new employee in on special funds. In addition, she negotiates with the operating offices and the new employees to set a mutually satisfactory date for entrance on duty and to inform them when candidate is brought in on special funds.

c. Prior to the time a new employee reports, all necessary papers are prepared. When he reports he is given the papers to complete. While he is filling them out, requests are prepared for obtaining his credentials and his itinerary is typed up.

CONFIDENTIAL

25X1A9a

CONFIDENTIAL

This procedure permits orderly and rapid processing of the new employee. The efficient management of this process and the pleasant manner in which the candidate is handled gives the new employee an agreeable first impression.

d. After the candidate has been sworn in, immediate steps are taken to prepare his file and permanently document his employment.

e. In the case of special funds appointments, the candidate's papers are prepared, given to the candidate when he reports, and he then takes them to [REDACTED] in special funds where employment records of these employees are maintained.

25X1A9a

3. Maintenance of Status Records.

a. A CAF-1 clerk, [REDACTED], maintains these records.

25X1A9a

b. She initiates requests to former agencies for leave records of new employees, and when these are returned, records date of last periodic increase prior to forwarding to Finance. (This activity will become unnecessary in the near future when the government-wide procedure on traveling personnel folders goes into effect.)

c. She also prepares all papers needed for journalizing administrative increases for CIG employees. These actions are immediately referred to Finance without intermediary review.

d. In addition, she maintains a personal service cardex register of all vouchered employees and answers all status questions raised by employees.

e. The employees' files are maintained by two CAF-3 files and records clerks. These clerks also maintain a change of address file for all CIG employees.

4. Divisional Mail Control.

a. A CAF-2 mail clerk is responsible for sorting and delivering all mail coming into the Personnel Division.

b. She maintains a card control filed alphabetically by name of sender on all correspondence received. The only reason given for maintenance of this file is to assist in locating papers which may become lost.

5. Maintaining Manuals of CIG and CSC Rules and Regulations.

a. The three mail and records clerks previously mentioned

CONFIDENTIAL

CONFIDENTIAL

keep all CIO and CSC administrative and regulatory manuals up to date. These manuals are the only sets maintained in the Personnel Division and are kept for the use of all divisional personnel.

6. Retirement Records.

a. During the course of the survey arrangements were effected whereby the retirement records of all CIO vouchered personnel were transferred to Payroll Unit, Finance Division, for subsequent maintenance. (See Exhibit A.)

b. The only retirement function still with Transactions involves reconciling old OSS and SSU records in which a \$17,000 discrepancy must be resolved. Assistance has been provided by Civil Service Commission to arrange for the transfer of all retirement activity on SSU records to the CSC.

c. One CAP-4 clerk, [REDACTED] will be without work when the transfer of all SSU retirement records has been effected. [REDACTED] indicated that [REDACTED] may take an overseas assignment or perhaps could be persuaded to stay in the section if she received a new assignment.

25X1A9a

25X1A9a

7. OSS and SSU Files.

a. Activity is now under way to liquidate OSS and SSU records which are now housed in this section. As [REDACTED] and [REDACTED] have the time, these records are being closed out.

25X1A9a

b. [REDACTED] is called upon to furnish information from these files quite frequently. At the present time this liquidation activity consumes valuable time, equipment and space.

D. Recommendations.

1. Procurement Correspondence and Records.

a. The recommendations previously made to transfer the correspondence and records functions of Procurement to this section will involve certain changes in existing procedures.

b. The two mail desks will have to be consolidated.

(1) The mail clerk should discontinue making and filing 3x5 cards for control of each piece of correspondence.

(2) Provision should be made for direct distribution of printed issuances from the consolidated divisional mail desk. This could be achieved by the administrative assistant in the Chief's office compiling lists of recipients of various documents and turning lists over to mail clerk. This would

CONFIDENTIAL

CONFIDENTIAL

eliminate sending all copies of such issuances as the telephone directory to the Chief's office for distribution from there.

g. The correspondence activities performed by [REDACTED] regarding appointments should be incorporated into the consolidated correspondence procedure.

25X1A9a

d. The present procedures of the procurement correspondence and Files unit recommended for transfer to Transactions should be supplanted by the suggested procedure attached (Exhibit B) and should be installed by [REDACTED]

25X1A9a

e. The confusion now existing regarding conversion of applicant's folder to employee folder should be minimized by integration of this activity into the centralized procedure.

f. Steps should be taken to transfer permanent personnel of the Procurement correspondence and files unit into Transactions and to provide such other permanent assistance as may be needed to maintain the records. Until the clerical-steno pool is dissolved as a physical entity, such personnel should be used for the typing involved in the correspondence preparation rather than assignment of permanent employees.

2. Position Control.

a. A position control previously mentioned should be established in this section and be maintained under the direction of [REDACTED]. A plan for installing and maintaining the position control is attached (Exhibit C), together with a suggested procedure for the flow of actions through this control (Exhibit D).

25X1A9a

b. This will involve the transfer of controls (particularly security clearance) maintained by Procurement to this section.

c. The position control will incorporate the position control function now maintained in the Classification Section.

d. Control of personnel ceilings will also be maintained through the position control system.

e. Immediate consideration should be given to:

(1) Providing competent staff to perform this function. One CAF-5 with a CAF-4 assistant should suffice.

(2) Transfer of one position (CAF-4) from Classification to this section.

(3) Revision of J7-3 control procedure so that it will

CONFIDENTIAL

CONFIDENTIAL

integrate with this new control.

3. Induction of Unvouchered Personnel.

a. Consideration should be given to arranging for induction of unvouchered personnel through Personnel Division induction procedure.

4. Liquidation of SSU Files.

a. The liquidation of SSU files should be scheduled to insure rapid dissolution. [REDACTED] should be given all possible assistance in cleaning this up.

25X1A9a

5. Review of Classification of Chief's Job.

a. When the position control activity and Procurement's correspondence and records have been assimilated into this section, the position classification of Chief of [REDACTED] should be reviewed considering the additional responsibilities.

25X1A

25X1A

CONFIDENTIAL

CONFIDENTIAL

4-1-47

CLASSIFICATION AND SALARY ADMINISTRATION**A. Organization and Staffing****1. T/O proposed to Civil Service Commission provided:**

Chief	CAF-11
Assistant Chief	CAF-13
2 Class. Technicians	CAF-11
2 Class. Technicians	CAF-9
Class. Technicians	CAF-7
Class. Clerk	CAF-5
Secretary	CAF-5

2. CSC Approved Grades

a. The classification plan approved by the Civil Service Commission cut the two top jobs to CAF-13 and CAF-12, but included an additional CAF-12 position which would be responsible for administering a training program for the Personnel Division and would also be responsible for developing standards and specifications for CIG positions.

b. This plan also provided for "in"able jobs of position classifiers at grades CAF-11, 9 and 7, for classification clerks at grades CAF-5 and CAF-4, a secretary at CAF-4, and a clerk-stenographer at CAF-4.

3. Present Operating Organization

a. The operating organization is under the direction of a CAF-13 chief, [REDACTED]. He is presently recruiting for a CAF-12 assistant.

b. The CAF-12 standards, specifications and training position is presently encumbered by [REDACTED] who is actually performing the usual position classification duties.

c. The other analysts, [REDACTED] (CAF-11), [REDACTED] (CAF-7), have worked on individual assignments from the chief.

d. [REDACTED] has recently organized them into three area teams, each team being composed of a senior and a junior analyst, and responsible for the classification workload of specified offices. This team grouping was put into operation as the initial classification job was completed.

e. A CAF-5 classification clerk serves as administrative assistant for the section, and a CAF-4 clerk helps her.

f. Stenographic duties are performed by a CAF-5 secretary,

CONFIDENTIAL

ENCLOSURE #6.

25X1A9a

25X1A9a

25X1A9a

25X1A9a

25X1A9a

25X1A9a

CONFIDENTIAL

25X1A9a

██████████, who is presently carried on the stenographic pool rolls, two CAP-4, clerk-stenographers, ██████████, a pool assignee.

25X1A9a

25X1A9a

g. While the position classifier jobs can be id'd, Mr. ██████████ indicated that he was reluctant to bring in additional staff until the workload settled down and he could determine the size of the continuing workload.

B. Direction and Supervision

1. Character of Direction

a. The Chief of the Section has scheduled the workload with fixed dates provided for completion of the assignments.

b. He assists his staff in initial negotiations with the operating offices.

c. All classification sheets prepared by his analysts are reviewed by him prior to submission to the Civil Service Commission. From this day-to-day review he is able to measure progress and adherence to prescribed schedules. He is also able to give immediate assistance when difficulties or misinterpretations occur.

d. At this point the Chief of the Section is considerably burdened with details of operation. In addition to his supervisory functions he personally conducts the major portion of negotiations with operating offices and the Civil Service Commission. Also he has personally handled review of all personnel actions for classification clearance. In addition, he has personally served as a team leader and has drafted many of the positions.

e. Much of this activity resulted from his inability to recruit an acceptable assistant and his desire to meet scheduled deadlines. However, this heavy workload is too much for one person to carry indefinitely.

C. Classification of New Positions.

1. Values

a. All vouchered positions within CIG are subject to the requirements of the Classification Act which entail establishment of classified positions approved by the Civil Service Commission.

b. No applicable jobs existed at the time CIG was established. Personnel working within CIG were carried on old SSU sheets, or on unvouchered funds. Last August, when separate appropriations

CONFIDENTIAL

CONFIDENTIAL

and ceilings were contemplated for CIG, it became apparent that all vouchered positions must be classified.

c. This involved classifying over [REDACTED] jobs. The present schedule calls for completion of the initial classification job by 20 March. Presently [REDACTED] positions have been classified and the scheduled completion date has been adhered to with the exception of a few positions in ICAPS, Advisory Council, Security Branch, and Special Operations. Approximately 8.3 positions per analyst are completed weekly.

25X9A2

25X9A2

d. The adherence to the prescribed schedule and the fine progress made thus far testify to the industry of this staff. [REDACTED] indicated that this could not have been accomplished without many hours of voluntary overtime.

2. Procedure

a. Before any job sheets are prepared, the classification staff meets with the operating officials and together a tentative T/O is established. This T/O is then submitted to the Advisor for Management and the Deputy Director for suggestions and concurrence. This approach is sound in that it permits overall planning, saves drafting time, and forestalls making commitments which cannot be met.

b. When the proposed T/O has been agreed on, position descriptions are prepared and submitted to the Civil Service Commission.

c. After Commission negotiations, the T/O as revised by Commission action is again submitted to the Advisor for Management, and when approved by him becomes the official framework within which the contemplated activity will operate.

d. Presently all job descriptions are written by classification analysts from sketchy information submitted by operating officials. In many cases classification analysts must tell the operating officials what kinds of positions they need to complete an organization plan.

B. Review of Personnel Actions

1. Character of Review

a. All personnel actions are now sent to Classification immediately after receipt of the action in the Personnel Division. During the expansion period, this review has been particularly significant in determining if an appropriate position has been as-

CONFIDENTIAL

CONFIDENTIAL

established.

b. However, in the near future when the bulk of the positions have been established, review will be primarily for purposes of determining if the position is operating in the manner described by the classification sheet. Also the change in incumbency of a position may affect adjacent positions. The review of the personnel action will provide the clue needed by Classification in its control function over operation of established positions.

2. Extent of Review

a. Since no system of position control has been in operation in the Personnel Division, the classification review of the personnel action has to some extent embraced both organizational and classification review.

b. With the establishment of the position control in Transactions, only actions requiring classification review will flow to the [REDACTED]

25X1A

3. Job Standards and Specifications

1. Present Activity

a. To date very little activity has taken place in this area. The Heavy classification load has precluded initiating any comprehensive program. The activity performed has been on an informal basis between the Section Chief and [REDACTED] of Procurement.

25X1A9a

b. Within the last week informal discussions have been held with the Employee Relations to coordinate activity of classification on standards with Employee Relations activity on evaluating job performance.

c. The responsibilities relating to this function set forth in [REDACTED] job description have not been performed.

25X1A9a

4. Files and Records

1. Class Sheet Files. Four separate files of class sheets are maintained:

a. A cardex file which is arranged organizationally by position with names of incumbents attached serves as this section's position control. All personnel actions are checked against this file and incumbents noted.

(1) However, this file does not give an accurate picture of incumbency of the positions. For example, 35 persons are charged against the positions in [REDACTED]

25X1A

CONFIDENTIAL

CONFIDENTIAL

25X1A9a

while only 12 are actually employed in this section. Also 96 individuals are shown on the job sheets of the clerical-stenographic pool while [REDACTED] Personnel Report shows 66 individuals charged to this activity.

(2) Discrepancies could be explained by failure to take incumbent off the pool sheet at the same time he is placed on the class sheet of the operating office.

(3) Transfer of this activity to Transactions as recommended in the establishment of position control should correct these inaccuracies.

b. Bureau number file. All job sheets are arranged numerically by bureau number. Many requests are received from classification analysts and placement officers by this number. A master list shows the bureau number, title, grade, organizational breakdown and CSC approval date for each sheet in this file.

c. Organization file. All class sheets prepared for specific areas are filed together. This gives the analyst an opportunity to analyze the job in question in relationship to related positions in the same organizational unit.

d. Class file. Another set of class sheets are filed according to occupational area, class, series, number and grade. This gives the analyst an opportunity to judge the job in question with comparable jobs in other organizational areas.

2. Civil Service Files.

a. The Civil Service copies of both class sheets and fanfolds are maintained in this section of CIG rather than in the Civil Service Commission because of the security considerations. This file is maintained for [REDACTED] and is used by him in his analysis of CIG positions.

25X1A9a

3. Use of Classification Sheets.

a. Presently the job sheet serves one main purpose, namely, compliance with CSC requirements for classification. Only one incidental use is made of it and that is for procurement. Just recently one copy of each sheet has been sent to Procurement for recruitment and placement purposes. No provision is now made for using the job sheet for orientation training of new employees for informal evaluation and employees' performance or for the efficiency rating procedure.

b. Presently no copy of class sheet is available within the operating office. [REDACTED] indicated that they planned to give them one copy sometime in the future. A system for sending a copy of the class sheet to the operating office should be immediately

25X1A9a

CONFIDENTIAL

CONFIDENTIAL

initiated. Administrative officers cannot do an intelligent job without them.

d. Presently the incumbent cannot see his job sheet without special permission of the classification head. He cannot copy the sheet without permission of the Chief of Personnel. The only legitimate reason for this restriction is security. It might be well to explore the need for these restrictions as CSC regulations specify that incumbent should have access to his job sheet at all times.

H. Future Activity

1. Job Classification

a. After all vouchered jobs are established the character of this work will change to some extent, but should not decrease in importance or staff time required. A greater proportion of staff time will be spent in surveying the operations of the job and less time will be devoted to drafting.

b. [REDACTED] anticipates that all jobs initially established and subsequently encumbered will need to be surveyed to determine if they operate within the duties and responsibilities set forth in the descriptions.

c. Changing organizational structure, changing program emphasis, and turnover in personnel will all contribute to the need for continuous readjustment of established positions.

2. Standards and Specifications

a. As the organization settles down increased attention should be given to development of meaningful job standards and specifications.

b. This is probably more important in CIG than other agencies because the uniqueness of the operations do not permit comparison with standards and specifications formulated by the Commission for other agencies.

I. Recommendations

1. **Organization and Staffing.** The section should be organized and staffed in accordance with chart attached (Inclosure 9). Major changes from present organization are:

a. Position of CAF-12 standards, specifications and training specialist be abolished, and present incumbent be charged to the CAF-11 position classifier sheet.

(1) The establishment of standards and specifications

CONFIDENTIAL

25X1A9a

CONFIDENTIAL

can be more realistically performed by the area teams.

(2) Training function should be performed by the Training Section.

(3) One person undoubtedly should carry responsibility for coordinating development of job standards with Procurement, Employee Relations, and Training. If the Chief feels that neither he nor his assistant chief have the time to give this activity, it could be assigned to a senior position classifier. Perhaps this function, together with team leadership for a difficult operating area, would warrant a CAF-12 classification.

b. Elimination of all vacancies with the exception of the assistant chief, until the continuing workload of the section has been determined.

c. Transfer of one CAF-4 classification clerk position to Transactions for maintenance of the position control.

d. Full activation of team plan for servicing the operating offices.

2. Assistant Chief Vacancy

a. Immediate action should be taken to recruit a top-flight assistant for the CAF-12 Assistant Chief vacancy.

b. This is needed so that the Chief can be relieved of much of the administrative detail he now must handle personally. He should be free to effect comprehensive program planning and coordination of his shop with other segments of the Personnel Division.

3. Participation of Operating Officials

a. Efforts should be made to evoke more participation from the operating officials and administrative officers in the preparation of the job sheets.

b. Requesting that initial drafts be prepared in the operating office might effect this end. This would force the operating officials to crystallize their thinking on their programs, objectives and staffing needs.

4. Review of Personnel Actions

a. The Chief should delegate activity relating to clearance of personnel actions to the senior members of the appropriate operating teams.

CONFIDENTIAL

CONFIDENTIAL

5. Position Control

a. The establishment of position control in Transactions will transfer to Transactions the review activity performed by Classification on personnel actions to see if the action is in conformance with established organizational and classification plans.

b. Classification will be responsible for the more difficult task of resolving discrepancies which have been detected by Transactions review.

c. Classification should assume responsibility for assisting in the establishment and maintenance of position control to the extent set forth in the attached plan.

6. Job Standards and Specifications

a. Affirmative action should be taken to coordinate Classification's activities in developing job standards and specifications with Procurement, Employee Relations, and Training.

7. Classification Sheets

a. Classification sheets should be developed in such a manner as to be useful for procurement, training, and performance evaluation purposes.

b. They should also be available to interested persons to as great an extent as security restrictions will permit.

CONFIDENTIAL

CONFIDENTIAL

4-1-47

25X1A

A. Organization and Staffing.

1. Undated Chart.

a. An undated organizational plan provided for only three employees for this section - a Chief at CAF-12, a Counsellor at CAF-9, and a secretary at CAF-5.

2. Classification Plan.

a. The plan under which the positions for this activity were established provides for:

Chief	CAF-12
Assistant Chief	CAF-11
Efficiency Rating Technician	CAF-9
Employee Counsellor	CAF-9
Employee Counsellor	CAF-7
Personnel Relations Clerk	CAF-5

3. Present Organization and Staffing.

a. Presently on duty are [redacted] Section Chief at CAF-12, [redacted] CAF-9 Efficiency Rating Technician, and, [redacted] CAF-7 Employee Counsellor. An action is now pending to bring in [redacted] at CAF-11 Assistant Chief. Stenographic assistance is provided by a CAF-4 pool assigned pending procurement of a clerk for this section.

b. [redacted] states that he does not anticipate any further recruiting until such time as operations warrant expansion.

B. Program Planning and Assignments.

1. Program Plan.

a. Within the short time that [redacted] has been on the job he has prepared a comprehensive plan setting forth in detail the scope of the program, and methods and procedures by which it will be affected.

2. Assignments.

a. He has given assignments to his three professional staff members which fall into three general categories:

- (1) Employee Welfare - [redacted]
- (2) Efficiency Ratings [redacted]
- (3) Personnel Relations [redacted]

CONFIDENTIAL

ENCLOSURE #1.

CONFIDENTIAL

C. Employee Welfare.

1. Scope.

All activities in this category center about the individual. Its services are specifically designed to help the individual employee resolve his personal problems.

2. Counselling.

This is undoubtedly the most significant aspect of this activity. Four different conditions will require this service.

a. Grievance Counselling.

(1) An individual with a grievance about his working environment is given an opportunity to "get it off his chest". The counsellor will follow through to obtain and to verify the preliminary facts. If it cannot be resolved in a personal conference or if it involves basic matters of personnel or agency policy, it will be turned over to the Assistant Chief for further action. However, if it can be resolved through an informal conference with a small number of interested persons, it will be disposed of by the counsellor.

(2) Little occasion has thus far arisen for this type of counselling.

b. EOD Counselling.

(1) All new employees will be interviewed as a part of entrance on duty indoctrination. The purpose of the interview will be to outline the services CIG can provide its employees.

(2) Since the EOD indoctrination procedure has not as yet been activated, this activity has not been initiated.

c. Interim Counselling.

(1) All employees wishing counselling on personal problems will be encouraged to bring their problems to the counsellor.

(2) While this service is comparatively new, a small trickle of employees is gradually finding its way to the Employee Relations Office.

d. Pre-Exit Interview.

(1) This interview will be scheduled for at least a week prior to the employee's last day. The reasons for leaving CIG employment will be noted. This interview will be closely tied

CONFIDENTIAL

CONFIDENTIAL

in with parallel activity of the Security Division.

(2) This procedure has been discussed with the Security Division and outlined. However, it has not as yet been put into operation.

3. Civil Service Examinations.

a. Announcement of examinations is of considerable interest to all employees. This section assumes responsibility for obtaining copies of the announcements and for posting such announcements on bulletin boards located throughout the several CIO buildings.

b. It assists the employee in preparing his application and transmits all CIO applications through its established channels. This is of assistance to the employee while at the same time implements the agency's security program.

c. In connection with this service, this unit plans to handle all inquiries on individual Civil Service status.

4. Group Hospitalization.

a. All group hospitalization activity is presently handled by [REDACTED]

b. However, plans are being developed for decentralization to buildings. A sub-treasurer, an alternate, and collection clerks will be appointed. [REDACTED] will supervise the activity, receive the collections from the building treasurers, and will handle all transmittal and negotiations with Group Hospitalization headquarters.

5. Personal Services.

a. Advice and assistance on matters of housing, income tax, and financial loans are handled here.

b. A welfare fund with an initial loan from OSI has been established. Small sums will be loaned to individuals on a short-term non-interest bearing basis.

c. Discussions have been held incident to forming a credit union within CIO.

d. An intra-agency committee has been established to advise on this activity.

6. Drives.

a. This section also serves as the point of contact for all philanthropic agencies which wish to solicit contributions from

CONFIDENTIAL

7. Organized Recreation.

b. However, employees are advised of government-wide recreational facilities through notices posted on the bulletin boards in all the buildings.

1. Present Activity.

b. All voucherred employees are being rated in conformance with the general procedures established by the Civil Service Commission. This job is scheduled for completion by June 1.

g. Plans are being developed to establish an efficiency rating system for unwounded personnel.

b. A comprehensive program for development of uniform performance standards which can be continuously used to evaluate an employee's performance is also planned.

(1) This will involve the development of job requirements in conjunction with the individual supervisors, so that the employee will know what is expected of him in his job.

(2) This plan contemplates preparation of unofficial ratings every four months.

a. An efficiency rating policy committee has been established.

b. Also efficiency rating coordinators have been named for each of the operating offices to assist with administration of the current ratings.

Leontine

8. This assignment will embrace all phases of employee rela-

CONFIDENTIAL

tions which involve groups of employees, policy interpretations, or further policy determination.

b. The Assistant Chief will be responsible for personally handling the operating details of this assignment.

2. Grievances.

a. [REDACTED] will be called upon to investigate and to follow through on all grievance matters which cannot be settled or answered through camp judgment. He will be responsible for seeing that all grievances are handled according to the procedure outline by Civil Service regulations.

3. Employee Groups.

a. All negotiations with union or veteran group leaders are included in this assignment.

b. Thus far no contact has been established with such groups.

4. Disciplinary Cases.

a. [REDACTED] will be responsible for getting the facts and notifying the employee about charges against him and about the proposed suspension. He will be expected to follow through until the case is closed. This may involve preparing for and participating in hearings and civil suits which may arise from such actions.

b. CIG will also be called upon to participate in any such actions involving SSU actions which may be reopened.

5. Loyalty Board.

a. [REDACTED] will serve on a proposed loyalty board as a non-voting member. His role will be that of arbitrator and interpreter.

b. He will also be called on to represent the Personnel Division in dealings with the Security Division on matters affecting security compliance by employees.

6. Interpretation of Civil Service Rules and Regulations.

a. All questions from all CIG employees involving interpretation of Civil Service rules and regulations will be directed to this unit.

7. Working Conditions.

a. It is planned that Personnel Relations will be on the

CONFIDENTIAL

CONFIDENTIAL

alert to note and to negotiate for improvement of physical working conditions within CIG, whenever necessary. This activity will be incidental to its other activities and will be attacked from a safety engineering viewpoint.

8. Present Status.

a. [REDACTED] has thus far handled the small amount of personnel relations activities which thus far have been undertaken.

b. More activity in this field is anticipated after Mr. [REDACTED] arrival.

9. Recommendations.

1. Staffing.

a. No further staff be recruited with the exception of a permanent clerk until the present staff can justify expansion in terms of meaningful operations.

b. The CAF-9 Employee Counsellor position should be frozen.

2. Personnel Relations Clerk.

a. When hired, the Personnel Relations Clerk should be assigned all detailed duties connected with bulletin boards, Civil Service announcements, drives, etc., to relieve the CAF-7 counsellor for counselling work.

3. Status Inquiries.

a. Answering inquiries on individuals' status duplicates a service performed in Transactions.

b. Employee Relations activity should be confined exclusively to interpretation of procedure to be followed by applicant who wishes to obtain indefinite Civil Service status.

4. Job Requirements.

a. The development of job requirements and job standards for efficiency rating purposes cuts into the work of Procurement, Classification, and Training. Before embarking on it (will not be started until June 1) the needs of and assistance from Procurement and Classification should be explored.

b. Also the degree of participation and additional workload of operating official should be determined and weighed in relationship to value he will derive.

5. Contact with Employee Groups.

CONFIDENTIAL

25X1A9a

25X1A9a

CONFIDENTIAL

5. The Chief of Employee Relations who is quite new to his job, stated that thus far he had not established any contacts with representatives of employees' groups, although he was quite sure such groups were organized within CIG. Contacts should be established and such groups should be encouraged to submit their grievances to Employee Relations in the early stages.

6. Inquiries on Civil Service Rules and Regulations.

a. The proposal to use Employee Relations as a clearing house of inquiries on CSC rules and regulations should be explored to determine how well it can answer questions from other areas, i.e., placement, classification, transactions, finance, and if it can relieve these sections of this chore or if it will just duplicate work they will also be doing.

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100480019-8

ENCLOSURE NO. 8

4-1-47

25X1A

A. Organization

The [REDACTED] has not been activated and plans for the program are somewhat nebulous.

1. Organization Proposed.

a. The Personnel Division organization chart shows a proposed Training Section with five positions: Chief, P-6; Assistant Chief, P-5; two instructors, P-3; and stenographer, CAF-6.

b. The positions have been approved by the Civil Service Commission at the comparable CAF levels requested (CAF-13, 12, 9) except for the stenographer, which was approved at CAF-5.

2. Proposed Organization.

a. Chief of Training Section	CAF-13
Instructor	CAF-12
Instructor	CAF-9
Stenographer	CAF-5

b. Two instructors in addition to the Chief are adequate, based on present needs.

c. The Chief and the instructors shall have the responsibility of developing training programs and materials as well as actually conducting training sessions.

B. Training Program.

1. Proposed Scope of Training Program.

a. Orientation and indoctrination with special attention to personnel unassigned in the personnel pool. Special attention being given to security and organization indoctrination.

b. Stenographic, clerical and secretarial training, primarily in the areas of office practices and systems.

c. Management training for supervisors and administrative personnel.

d. On the job or support training in functional fields.

e. Development of such instructional guides as are necessary to supplement specifically individual training programs.

f. Development and utilization of tests in conjunction with the [REDACTED]. The testing program will

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100480019-8

CONFIDENTIAL

ENCLOSURE #8.

25X1A

25X1A

CONFIDENTIAL

be used for ascertaining abilities at time of procurement, as an aid in making better placement, and determining training needs.

2. Development of Training Program.

a. Every phase of the training program must be developed and activated in cooperation with the operating units of CIO who having a dominant interest in the activity concerned.

b. Priorities for the development and conduct of the various phases of the program must be worked out by the Training Section in accordance with the total training needs of the agency.

c. Plans and operations of the section should include constant evaluation of the results of training programs.

d. Close working relationships must be maintained with all other activities of the Personnel Division to assure coordination. This means working with Procurement and Classification on qualification standards, supplementing individual needs where Procurement has not been able to obtain personnel with well-rounded qualifications, working with Procurement in the development of tests to assess qualifications and training needs, etc.

3. Activation of Training Program.

a. According to memorandum dated 23 December, 1946, from the Chief, Personnel Division, to the Executive for Personnel and Administration, the following target dates were established:

(1) Selection of Chief and an instructor determined by 6 January, 1947, and appointment to be made by 20 February, 1947.

(2) Completion of training program plans by 20 March, 1947, and testing and training of stenographic and clerical personnel initiated by 1 March.

(3) Orientation programs under way by 1 April, 1947.

(4) Procedural manuals and guides started by 1 March, 1947.

b. At the present time none of these plans have been carried out except developmental work on the orientation program.

c. A CAF-11 placement officer is presently detailed to Training. No CAF-11 job has been approved in the [REDACTED] other than interviewing candidates for the training chief's job, no really serious attempts have been made to staff the section.

25X1A

CONFIDENTIAL

CONFIDENTIAL

6. Recommendations.

1. Staffing.

a. In view of the time lag in getting the training program under way, every effort should be made to staff the section immediately with the chief, one instructor and a stenographer.

2. Training Program.

a. Priority should be given to the establishment of orientation and indoctrination training.

b. The other phases of the training program should be activated as soon as possible, and in such priority as current needs demand.

CONFIDENTIAL

25X9

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180019-8

Approved For Release 2000/08/22 : CIA-RDP61-00274A000100180019-8